

SPECIAL
EDITION

OUTLOOK
2018



BUSINESS VOICE

HALIFAX'S BUSINESS MAGAZINE

GOING GREEN

The business of
cannabis in a complex
system of legalities

PAGE 18

EMBOLDENED BY GROWTH

Women setting the bar high
in business **Pg 20**

APPARENT IN FORESIGHT

Critical factors in putting
Halifax on the map **Pg 24**

BUILDING HALIFAX

Mayor Savage looks at the
year ahead **Pg 29**

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Business Voice is published 10 times a year for members of the Halifax Chamber of Commerce and Metro Halifax's business community. Views expressed in Business Voice are those of the contributors and individual members, and are not necessarily endorsed by, or are a policy of, the Halifax Chamber of Commerce.

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City building is a feat of optimism, not boosterism; of belief, not blind faith; of hard work, not busy work."

— Mike Savage, Mayor of Halifax



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CHAMBER EVENTS

For a full and up-to-date list of our Chamber events, please visit www.halifaxchamber.com/events



Annual State of the Province with Premier Stephen McNeil

SPONSOR: NATIONAL
DATE: Wednesday, February 7
TIME: 11 am - 1:30 pm
LOCATION: The Cunard Centre

PINTS + POINTERS

DATE: Thursday, February 1
TIME: 3:30 - 5 pm
LOCATION: Garrison Brewing Co.



DATE: Friday, February 16
TIME: 12 - 1:30 pm
LOCATION: Halifax Chamber of Commerce



DATE: Wednesday, February 21
TIME: 12 - 1:30 pm
LOCATION: Halifax Chamber of Commerce Boardroom



PRESENTED BY: Design Marketing
DATE: Wednesday, February 21
TIME: 4:30 - 6:30 pm
LOCATION: 780 Windmill Road

CHINA 2018 INFORMATION SESSION

DATE: Monday, February 26
TIMES: 12 - 1:30 pm or 4:30 - 6 pm
LOCATION: Halifax Chamber of Commerce

SILVER ECONOMY SUMMIT

DATES: Tuesday, March 6 & Wednesday, March 7
TIMES: 8 am - 5 pm
LOCATION: Halifax Convention Centre

SAVE THE DATE!

ANNUAL Spring Dinner

DATE: Wednesday, May 2
TIME: 5 - 9 pm
LOCATION: Halifax Convention Centre



DATE: Thursday, June 14
TIME: 11 am - 8 pm
LOCATION: Brightwood Golf & Country Club

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Where does a year go?

Change and momentum at the Chamber

president@halifaxchamber.com



PATRICK SULLIVAN
PRESIDENT & CEO

With membership on the rise our network has steadily expanded. At the end of 2017 we were happy to welcome more than 300 new members to the Halifax Chamber of Commerce. Growing your business is not easy and I must thank our members for their referrals, as well as our membership team of Barbi Holland and Amber Thomas-Johnson for their dedication and support. But how did 2017 go by so quickly?

You'll notice on the side bar some of our quantitative measures of success. Those measures start to paint the picture of 2017 at the Chamber for you, but it doesn't give you all of the details on how we got here.

We've welcomed new faces to the Chamber team — offering insight and a fresh perspective. Hopefully you have met Ashley Stobo, Emma Menchefski, Kathleen MacEachern, as well as Kayla Whalen and Amber Thomas-Johnson (maternity leave covers). They've been great additions and have quickly caught up to our fast-paced environment.

We've put in time, energy and dedication to ensure your membership experience continues to improve. With members in mind we've enhanced the events we offer, our policy and advocacy work, the cost-saving benefits and our publications.

“We've put in time, energy and dedication to ensure your membership experience continues to improve. With members in mind we've enhanced the events we offer, our policy and advocacy work, the cost-saving benefits and our publications.”

In 2018, you can expect to see:

- **New events coming your way.** We've listened to the types of networking and learning opportunities you've been looking for and we're excited to offer them to you.
- **Our new strategic plan.** We've been pounding the drum of our 2013-2018 strategic plan for the past five years and we are looking forward to focusing on similar, yet updated, goals and focus areas on behalf of Chamber members.
- **Continued money saving opportunities.** Cutting costs help you invest more into your business, your employees and your future.
- **Great communication from the team.** We will present issues that matter to you and engage in conversations about Halifax's future. You'll see this more prominently in *Business Voice*, the Chamber Bulletin and on our social media channels over the coming months.
- **Members-only training programs offered for free or for a nominal fee.** Business management, human resources and social media marketing training — we are offering a wide variety of training to help you and your team's training level up. Halifaxchamber.com/events is the most current place for a full list of training opportunities.
- **A cultural tour of China.** A new offering from the Halifax Chamber, a group tour of China including hotel, meals and airfare from \$2,299. This offer is open to members and non-members and an information session will be held on Feb. 26, 2018.

With all that's going on around us, time is really flying by. We all have put so much effort and dedication into building our businesses and our community that it seems like more time should have passed. But with your determination, commitment and support to your fellow Chamber members, I know that we have many good years ahead of us.

Here's to another prosperous year for Halifax. ■

2017 BY THE NUMBERS:

- More than **300** new members welcomed
- **6,345** total attendance at events
- **200** members participated in the Needs Assessment Survey
- **538** members mentioned or featured in *Business Voice* magazine
- **312,000** visits to the Chamber website
- **12,000-plus** followers on Twitter
- **300-plus** meetings with members
- **3,500-plus** subscribers read the Chamber Bulletin
- **2,232** Certificates of Origin heading to countries around the world
- **96.5 per cent** of members surveyed would recommend joining the Chamber

NEW & NOTED

We welcome our new Chamber members

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3D Bolus is a software application that provides Cancer Centres with turn-key software, which enables printing of patient-specific uniform thickness bolus, modulated bolus for MERT (modulated electron radiation therapy), high dose rate (HDR) surface brachytherapy and other potential ancillary devices.

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The Atlantic Office Products Association is an association of office furniture, products, computer supplies dealers and suppliers in the Atlantic provinces. Our mission is to fulfill a leadership role in providing member firms with the information, tools and knowledge they need to help them be successful.

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HOSPICE HALIFAX

Hospice Halifax is leading the development of Halifax’s first residential hospice, expected to open in late 2018. A team of experienced professionals and trained volunteers at the 10-bed hospice will help residents in living their remaining lives as fully as possible, while providing emotional support for their families and friends.

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MEMBERS IN THE NEWS

How our members are growing Halifax



ULRIKE BAHR-GEDALIA AWARDED THIRD CONSECUTIVE CANADA'S MOST POWERFUL WOMEN TOP 100 AWARD

Digital Nova Scotia is proud to share that President and CEO, Ulrike Bahr-Gedalia, has been acknowledged by the Women's Executive Network (WXN) 2017 Canada's Most Powerful Women: Top 100 Award. With this year's theme of "unbreakable," Ulrike joins remarkable women from across the country that have been recognized for resiliency, strength, focus and persistence. Congratulations, Ulrike!



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BILL MORASH NAMED CEO OF FARNELL PACKAGING LTD.

The Board of Directors of Farnell Packaging Ltd. is pleased to announce that Bill Morash has been named Chief Executive Officer of Farnell Packaging Ltd. Bill has held the position of CFO within the company and has been a member of the Farnell senior management team since 1997. In the community, Bill serves on the Board of Directors of Divert Nova Scotia, a not-for-profit recycling organization championing recycling in Nova Scotia. He is a Member of the Institute of Chartered Professional Accountants of Nova Scotia and holds a Bachelor of Commerce from St. Mary's University.

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NORTHWOOD RESIDENTS WELCOME SYMPHONY NOVA SCOTIA TO THEIR HOME

For the third year in a row, Symphony Nova Scotia has performed a special holiday concert for residents living at **Northwood**. An evening performance open to the public included the North Street Singers. “To have this caliber of talent performing at Northwood is truly spectacular,” says Janet Simm, President and CEO of Northwood. “It’s events like this that empower our residents to live more.” This performance was made possible by the Northwood Foundation and Purple Shield Atlantic. Proceeds from the evening performance will fund community recreation programming at Northwood.



ISANS BUSINESS MARKETPLACE APP

ISANS Business Marketplace is a free, mobile friendly, web-based application featuring immigrant businesses. Users create a public profile with images showcasing their products and services. The Marketplace app is an innovative approach helping Nova Scotian immigrant entrepreneurs break into the business market. Launched in October at the Halifax Central Library to a crowd of 200 people, the user base is growing rapidly. ISANS expects to have more than 100 immigrant businesses on the platform by the end of March 2018. The platform is managed by ISANS and powered by Cur-bza. Visit: www.marketplace.isans.ca.



NEW CHIEF INFORMATION SECURITY OFFICER AT JENTU TECHNOLOGIES INC.

Halifax Chamber member, Larry Cameron, has accepted the role of Chief Information Security Officer at **Jentu Technologies Inc.** He will manage their cyber security, R&D divisions and Atlantic contracts. Quantus has already expanded operations into Toronto and will be doing pre-sales over the next 60 to 90 days. He is currently interviewing for developers and sales teams for the Atlantic division. Jentu is the next advancement in cyber security and intelligent desktop management. Get in touch to schedule a demo of the product. Contact at larry@quantus.biz, or visit www.jentu.ca.

PETER BLUNDEN NAMED INDUSTRY PERSON OF THE YEAR

Fabricare Canada Magazine recently named Peter Blunden of East Coast Laundry Equipment Ltd., Industry Person of the Year. East Coast Laundry is a major supplier of equipment in Canada and is active in maintaining the highest standards of quality and service in the industry. Congratulations, Peter!



DALLAS MERCER CONSULTING’S (DMC) SUCCESS WITH CISCO’S CIRCLE OF INNOVATION PROGRAM

Dallas Mercer, **DMC’s** President and CEO, was one of five individuals from across the country to be chosen to participate in Cisco’s 2017 Circle of Innovation program. The program pairs a Cisco-sponsored intern from the University of Waterloo and a Cisco engineer mentor with an experienced female entrepreneur to help them enhance their digital business strategy. This opportunity allowed DMC to further improve its electronic data management systems and expand its data storage capabilities. Dallas was recently featured in an article looking at women of influence, recounting both her success with the Cisco program and how her former occupation inspired her to launch DMC.



MAKING A NAME IN COMMERCIAL PROPERTY CIRCLES

CitiGroup Properties is growing! In order to better serve the residential, commercial and retail property sectors, CitiGroup has strengthened its offerings in project management, sales and leasing, with a new full-service brokerage team under the direction of retail leasing veteran, G. Mark Allen, most recently of Avison

Young. Mark will be joined by industry veteran, Peter Constable, most recently of Aurora Realty Consultants and MacKay Group, and a team of licensed professionals, including Tristan Costelo and Ryan Harrison. The new team joins CitiGroup's current Manager of Commercial Sales and Leasing, Earl Munroe.



SSI CONSULTING SOLUTIONS WELCOMES TRACY DIXON, BA CPHR

SSI Consulting Solutions is delighted to welcome Tracy Dixon to our team as Consulting Partner for human resources. With many years of senior level, hands-on human resources experience, Tracy has helped organizations adapt to changing demographic and market conditions. Her skill and commitment were key to her being a contributor in helping one organization continually improve their standing on the Top 101 Companies in Atlantic Canada, for five consecutive years. Tracy will provide significant value to our clients and will make a positive difference in their organizations.

2017 LEGACY RESEARCH GRANT AWARD-WINNER

Each year, the **Lung Association of Nova Scotia** awards up to \$25,000 for local lung health research. This year's winner is Dr. Daria Manos and team, who are researching informed decision making as it relates to lung cancer screening. Surveys will be conducted and patients will be interviewed to determine whether patients who are referred for low-dose CT for lung cancer screening, have a complete understanding of the testing that they are receiving and the associated risks. For more information on Lung Health Research supported by LANS, visit www.ns.lung.ca.



ELSIE MORDEN - CAMH DIFFERENCE MAKERS AWARD-WINNER

No Time for That Anti-Bullying Society is very proud of our founder Elsie Morden on being recognized by the CAMH - Centre for Addiction and Mental Health as one of 150 Leading Canadians for Mental Health. She attended and performed her song Outsiders at the Atlantic Canada

celebration. The Difference Makers award initiative was started by Sandi and Jim Treliving, who were both attending the Halifax event. Elsie has visited more than 500 schools across Canada with our No Time for That tour using her stories and music to help and inspire youth.



CHAMBER MEMBERS ANNOUNCE PARTNERSHIP

On Dec. 5, 2017, **Habitat for Humanity - Nova Scotia** launched their annual Holiday Giving Campaign with a \$100,000 gift from Halifax-based banking institution CUA. In addition, over the next three years, CUA will provide volunteer hours, employee

fundraising and engagement initiatives, as well as one-on-one financial advice to Habitat partner families. Together, Habitat NS and CUA will work together in support of building stronger foundations for families and their financial futures.



RODD HOTELS & RESORTS WELCOMES NEW NOVA SCOTIA SALES MANAGER

Rodd Hotels & Resorts is very pleased to welcome Michelle McAulay who joins the sales team as Nova Scotia Sales Manager. Michelle brings with her a wealth of experience in sales, customer service and relationship-building from her experience with Meetings and Conventions PEI as Business Development Manager - Associations Sales and from spending six years with the sales team at Rodd Hotels & Resorts. Michelle was a part of the Rodd sales team from 1999 to 2005 as Sales Manager for PEI and is now ready to take the expertise she's learned to Nova Scotia.



CARSHARE ATLANTIC LAUNCHES ONE-WAY FLEX CARS IN HALIFAX

Most cars are parked 90 per cent of the time, so why pay for a car when you aren't using it? **CarShare Atlantic's** new FLEX cars offer mobility on demand, with rates by the minute, hour or day. Pick up a FLEX car inside the service area, drive it

anywhere for as long as you want and park it somewhere else in the service area at the end. CarShare's new FLEX-only plan has no membership fee, so it's a commitment-free way to access a car when you need it. Learn more at carshareatlantic.ca.

BEDFORD APPLIANCE WAREHOUSE

EST 1994

BEDFORD BUY & SELL NEW NAME ANNOUNCEMENT

Since 1994, **Bedford Buy & Sell** has been the go-to warehouse for top-brand appliances at a fraction of the cost. Supplying customers with quality new and used products from manufacturers — like Frigidaire, Electrolux, Kitchen-Aid and Whirlpool. Bedford Buy & Sell is your local, family-owned appliance headquarters. yelp.ca/biz/bedford-buy-and-sell-bedford.



MS SOCIETY OF CANADA, ATLANTIC DIVISION HOSTS SECOND ANNUAL WOMEN AGAINST MS GALA

The **MS Society of Canada, Atlantic Division**, was honoured to host their second annual Women Against MS (WAMS) Luncheon Gala in November, 2017. WAMS is a powerful network of professional women building MS awareness and raising research funds to end MS, a disease that affects women three times more

than men. The event was well attended with professional women (and a few men) supporting MS research. Guests enjoyed a diamond ring raffle, silent auction, a guest speaker living with MS and a panel discussion on leveraging professional opportunities for women in Nova Scotia. Find out more at wamsgala.ca.



DONATION FOR DRESS FOR SUCCESS HALIFAX

Dress for Success Halifax was delighted to receive a donation from the Women in Business Association of Dalhousie University in November, 2017. “It was a privilege to educate and share the work we do in HRM to such a diverse group of young women and men, who honor our contributions to the community and to be chosen as their charity of choice speaker,” says Brenda Saunders/Todd, Executive Director. “Increasing community awareness for our services and the need for financial donations to support our work is of the utmost importance,” says President, Julie Wisen. For more information, please contact halifax@dressforsuccess.org.



INTERTALK MOVES INTO NEW GLOBAL HEADQUARTERS IN DARTMOUTH

InterTalk Critical Information Systems has moved from its headquarters of more than 20 years in Burnside, to its brand new 10,500 square-ft. headquarters and manufacturing facility at 371 Cutler Avenue, Dartmouth. The building is located on 1.8 acres of land overlooking the 118 Highway and is 2.5 times the

footprint of its previous location. The headquarters represents a multi-million dollar investment by InterTalk. With increased production and manufacturing capacity now available, the company is setting its sights on continued growth in both the North American and international markets.

LUKE BRYAN ANNOUNCED AS 2018 CAVENDISH BEACH MUSIC FESTIVAL HEADLINER

Celebrating its 10th year, the **Cavendish Beach Music Festival** is thrilled to announce two-time Academy of Country Music and Country Music Association Entertainer of the Year award-winner, Luke Bryan, will be one of three main headliners for the 2018 festival. The Country music superstar will hit the stage during Atlantic Canada’s largest outdoor music event.

YELLOW CAB LAUNCHES UPGRADE

In an effort to better modernize the taxi industry in Halifax, **Yellow Cab** is proud to announce the launch of a major operational upgrade! Since September 2017, Yellow Cab has been beta testing different techniques to better service the growing city population and higher standards expected from the community in HRM. It is our goal with this upgrade to provide Halifax with a modernized taxi service that emphasizes safety, reliability and customer service. To achieve this goal, we have completely changed and modernized our full operating systems and protocols.



GRANT THORNTON'S NEW LOCATION

It's smiles all around from the team at **Grant Thornton** as they settle into their new office space at Nova Centre. Combined with its central location, amenities and modern workspaces, Nova Centre promises to be a destination with an energy of its own at the heart of the financial and

entertainment hub of Halifax. The team of 185 people are very excited to be among the first tenants to occupy this flagship location. As the largest accounting and advisory firm in Atlantic Canada, Grant Thornton is a perfect fit for what is fast becoming a prominent place of business in our region.



COZY FUELS HAS MOVED AND NOW OFFERS PROPANE

Cozy Fuels and The Oilman have joined forces with another family owned company, Sullivan Fuels! Since then we have introduced a new technology in both our trucks and office, allowing us to accept a broader range of payments while maintaining the same level of excellence in our

customer experience and prompt service. We have expanded our fleet to provide propane in addition to furnace oil, kerosene and furnace light for both residential and commercial properties. Recently, we moved into our new office located at 36 Temple Terrace in Lower Sackville.



CHRISTMAS SOCIAL SUCCESS

TIC Talkers Toastmasters is pleased to announce the success of their first annual Christmas Social celebration in conjunction with an extraordinary ice-breaker speech by its newest member, Robert Sacre. "Membership has significantly grown, as there appears to be an increase in the desire and need to improve leadership and communication skills," says President, Anne Marie Drake. If you are interested in developing your speaking or leadership skills you can find out more by emailing, contact@tictalkers.ca.

BOYNECLARKE LLP WELCOMES PETER STANHOPE

BOYNECLARKE LLP is pleased to welcome Peter Stanhope to the firm as counsel. Peter joins our growing business law team. He will be practicing primarily in commercial real estate and development, business, franchise and environmental Law. As a graduate of Dalhousie University, Peter joins BOYNECLARKE LLP from Loblaw Companies Limited where he was Senior Director of Legal Counsel. Prior to that, Peter was a Litigation Associate with McInnes Cooper. Peter is a member of the Canadian Bar Association, International Council of Shopping Centers, Law Society of Upper Canada and is currently Vice President of Administration on the Halifax Minor Baseball Association's board of directors.

Are you launching a new business or product? The Halifax Chamber wants to share your story! Please contact Melissa MacDonald at Melissa@halifaxchamber.com or 902-481-1238.

SPECIAL
EDITION

OUTLOOK
2018

The business of cannabis
in a complex system of legalities

GOING GREEN

By Jon Tattrie

Photo: Get Budding/Unsplash

Halifax business owner Christopher Enns has been repeatedly arrested, had his business and home raided, and then saw many of the charges dropped as Canada's marijuana laws change.

Enns owns Farm Assists Cannabis Resource Centre, providing safe access to medicinal marijuana and products to consume it. His latest run-in with police came in November 2017, when officers pulled him over, spoke to him, searched his vehicle and arrested him for having marijuana. He was charged with possession of a controlled substance for the purposes of trafficking and possession of the proceeds of crime.

The next week the federal Crown told him it was dropping a slew of similar

charges laid earlier, noting the charges were "completely defunct." He still faces the November charges, even as Canada heads into the final months of marijuana prohibition.

Enns has been a prominent activist for marijuana for years and knows the product well. Yet when it becomes legal in July, he'll remain on the outside because the provincial government will only let itself sell the plant for recreational uses.

"I think we've always had a policy here in Nova Scotia of trying to support local businesses, of trying to build entrepreneurship in the province," he tells *Business Voice*. "For the past number of decades, we've been building an economy here in Nova Scotia of cannabis producers

who have been developing products that are both high quality and excellent value. Why we are going to dispense with an industry that is already in the province to replace it with a new industry, with players who have absolutely no experience in the field doesn't make a lot of sense to me."

As 2018 began, the federal government under Health Canada had given licenses to grow marijuana to two Nova Scotia companies: Breathing Green Solutions and THC Inc.

Enns thinks anyone who wants to grow the soon-to-be legal crop should be allowed to enter the market. He asks why, if marijuana strains meet quality and safety standards, should the government shut out all but a few selected players?

Nova Scotia's decision to sell recreational marijuana exclusively at Nova Scotia Liquor Commission outlets goes against a federal task force's recommendation that alcohol and marijuana should be kept apart. Craft brewers, private vineyards and independent distilleries can and do create their own alcoholic products and sell them in and outside of the NSLC, but that won't apply to cannabis growers. Enns thinks it should.

"Why is it all of a sudden we're going to shift this industry into this hyper-regulated framework when the designated grower program that's been providing [medical] cannabis for Nova Scotians for a decade and a half now has been quite successful?"

He plans to remain focused on medical marijuana and worries that legalization could make it harder to get. While he hears from the government regularly when they arrest him at traffic stops and raid his business, Enns says they've ignored him and other current dispensaries when it comes to legalizing and regulating marijuana.

Speaking from her Bennett Jones office overlooking a small ski hill in Edmonton, Anne McLellan agrees there could be a role for small businesses.

McLellan grew up on Nova Scotia's Noel Shore before launching her career in law and politics. She was the Liberal MP for Edmonton Centre from 1993 to 2006, rising to the offices of Deputy Prime Minister and the Attorney General of Canada. When Justin Trudeau's Liberal government decided to legalize marijuana, it recruited McLellan to chair the task force on the legalization and regulation of cannabis.

Its report was published in December 2016, laying out the challenges and chances Canadians will see once the plant is legal. "Like scraping ice from the car windows on a cold winter morning, we believe that we

can now see enough to move forward," the report's introduction says.

McLellan is the chancellor for Dalhousie University and travels between Alberta and Nova Scotia throughout the year. Nova Scotia's decision to sell marijuana with alcohol and only through NSLC both go against the task force recommendations.

The task force spoke to people currently breaking the law to grow marijuana. "Unless they're a licensed

In B.C., many sell openly at farmers markets, with police turning a blind eye. She says their expertise will be in sore demand once the market is legalized. If those people have been arrested for possessing a small amount of marijuana, she doesn't think that should exclude them from the legal market. "We need those people. We need their expertise and we need their product to meet demand."

The federal government has jurisdiction over production and manufacturing. The provinces handle distribution and retail.

In Alberta, the provincial government will control online sales, but leave over-the-counter sales to private operators. "A private system will mean fewer upfront costs for the government and more opportunities for small businesses," the province's NDP Justice Minister Kathleen Ganley said in November.

Weeks later, Nova Scotia Justice Minister Mark Furey said it will be illegal for private businesses to sell recreational marijuana here. "Our objective is to secure the product locally," he said. He explained the Liberal government picked the NSLC because it has the "experience and expertise" to sell restricted products.



Herald Archive

"Why we are going to dispense with an industry that is already in the province to replace it with a new industry, with players who have absolutely no experience in the field doesn't make a lot of sense to me."

— Christopher Enns,

Owner, Farm Assists Cannabis Resource Centre

producer, they're all illegal," she says. "The only legal stream for cannabis we have today is medicinal."

Authorized patients can grow a small number of plants for personal use, or have a designated grower. Every other plant is illegal and police can and do still charge those people. The task force began by calling them "illegal growers," but settled on "artisan" or "craft" producers.

"They may be growing 100 or 200 plants. A lot of those people have been growing for a long time. They know their product. They are ethical producers. They're not selling to organized crime," she says. "Yes, they're selling illegally when they go to Saturday market in their village."

McLellan's task force is strongly against selling it with alcohol. "That is not a good thing. The chief medical officers of Canada, doctors generally — anyone in the health and public safety areas — made it very plain to us that selling alcohol and cannabis out of the same retail outlet could have very serious public health and safety consequences."

She hopes provinces learn from each other as legalization gets underway, and ensure that employees — private sector or public sector — are properly trained to sell marijuana. "We also advocated caution in the early years. There's a lot we don't know. There will be surprises," she says. "This is a major transformative

move, taking a heretofore prohibited substance and making it a legal commodity.”

She notes that Colorado legalized it and was surprised to discover a huge demand for edibles. That meant they had to put warning labels on the packages, figure out the limit for THC in pot brownies and ensure users understood the different effect marijuana has when eaten compared to vaping or smoking. Edibles will remain illegal in Canada until 2019.

A separate impact on the business community will be figuring out how to deal with it in the workplace.

Brian Johnston QC works with the Halifax-based Stewart McKelvey to advise employers on labour and employment law. He says there are two marijuana issues: medical marijuana and the coming legalization of recreational marijuana.

He says about 100,000 Canadians are authorized to use medical marijuana, but he expects it to increase to 450,000 over the next decade. “There continues to be some discussion about whether a person who is using medical marijuana is safe to work in a safety-sensitive workplace. A classic example would be operating heavy equipment,” he says.

As medical marijuana users increase in number, Nova Scotia employers will have to figure out if that prevents employees from safely doing certain jobs.

Post-legalization, medical marijuana will continue to be treated as a prescription and employers can’t ban it under a drug and alcohol or safety policy. But they can say that an employee prescribed medication that impacts their safety or productivity must tell them about it so they can decide how to accommodate the disability which is the trigger for the medication.

“Someone who has a disability is entitled not to be discriminated against

based upon that disability and similarly has a right to be respected in relation to the treatment associated with that disability,” Johnston says. “But that accommodation has to be a reasonable accommodation.”

What will be new is legal recreational users. “Canadians are currently amongst the highest users of recreational marijuana in the world,” he says. “The expectation is with legalization, usage will increase.”



“The chief medical officers of Canada, doctors generally – anyone in the health and public safety areas – made it very plain to us that selling alcohol and cannabis out of the same retail outlet could have very serious public health and safety consequences.”

— **Ann MacLellan**, Chair, Task Force on legalization and regulation for cannabis for the federal government, Chancellor, Dalhousie University.

For context, about 80 per cent of adult Canadians drink alcohol; 20 per cent use marijuana recreationally. Even if that doubles, it’s still half of the drinking population. “I don’t advocate starting over because if you have a policy, it’s always better to try to improve it and adjust it to future circumstances,” he says. “But policies will have to be adjusted.”

He advises employers to treat legal recreational marijuana as a public health issue first and foremost. “It is going to be legal, but so is alcohol and so is tobacco.” He says employers could have a role to play in educating workers on the effects

of marijuana, including that it can be addictive.

He cites a 2014 article published in the *New England Journal of Medicine* that reported long-term marijuana use can lead to addiction. It found about nine per cent of people who experiment with the drug will become addicted under the criteria of the *Diagnostic and Statistical Manual of Mental Disorders*. That number jumps to 50 per cent for people who use it daily.

The question then becomes, how can employers legally test for recreational marijuana impairment among their workers? He points to Toronto Transit Commission, which used an oral swab to test for impairment among staff such as drivers. But that takes days to get to the lab and back.

“It’s generally accepted that 10 nanograms per millilitre equals impairment for marijuana,” he says.

But there is no breathalyzer for marijuana. That leaves a blood sample, which also takes time, and taking an employee’s blood is considered “highly intrusive.” A urine test can detect presence of marijuana, but it’s not considered as precise as the oral swabs and none are immediate.

“Even though there are challenges in testing, in cost and in detection, the reality is we are going to see much more marijuana in the workplace and that secondly, marijuana is addictive and recognized at a certain level to have a real impact on an employee’s performance and safe operation of vehicles, equipment and critical decision making,” he says.

“It’s a real challenge for employers and does require a lot of time and effort and education with the workforce.”

Everyone can agree it’s high time Nova Scotians started asking the questions now, so answers will be in place come this summer. ■

Optimistic future

Creating opportunities for young people, businesses and success

@StephenMcNeil



STEPHEN McNEIL
PREMIER OF NOVA SCOTIA

The New Year has started with a tremendous accomplishment — the Halifax Convention Centre has opened its doors.

This modern, magnificent facility will be a catalyst for economic activity. It will create benefits across the entire province.

The Nova Centre project, which includes the convention centre, is the largest integrated development project in Nova Scotia's history, but it's even more than that — it's a vote of confidence in the present and the future.

It shows what this province is capable of when businesses and government works together. And it's a shining example of optimism for this province — a positive attitude that leads to achievement.

Government has adopted that kind of attitude and optimism as we tackle our province's challenges. Our goal is to work together to build a stronger Nova Scotia.

Everyone knows we've seen economic and demographic struggles. We have a plan that's addressing them.

We need more of our daughters and sons staying in our province and more young people coming here to make a living.

I saw an encouraging example of that during a visit to a Dartmouth biotech company last year. Among the employees I met were two young women scientists. One was from Timberlea, happy to find a job close to home. The other young woman had come from China to go to university here and she decided she wanted to stay and work.



“ *In the last two years, we're finally back to seeing more young people coming to our province than leaving. We need to keep that trend going.”*

The company used the Graduate to Opportunity program to hire them. It's a program that helps employers with the cost of hiring new graduates. We increased funding for the program to help more graduates find jobs here in Nova Scotia.

We're building on that program's concept this year with the new program Innovate to Opportunity. It helps master's and PhD graduates find jobs with Nova Scotian businesses. It will help businesses conduct more research and it will let graduates use their skills to grow the economy.

We're also seeing great success in the startup community.

I had an energizing visit with entrepreneurs at Volta Labs in December for an announcement about Volta tripling its space.

To think about the innovation and creativity that will flourish in that technology hub is inspiring. It sends yet another message of what's possible in our province.

In the last two years, we're finally back to seeing more young people coming to our province than leaving. We need to keep that trend going.

We're also working hard to attract

more immigrants to Nova Scotia. Even without an influx of refugees like we saw in 2016, the number of newcomers to our province is at a level not seen since the Second World War.

For Nova Scotia to keep making progress, government has to do its part, keeping its fiscal house in order and investing in programs that our citizens and businesses need.

That's just what we've done. We've tabled back-to-back balanced budgets, made smart long-term investments like pre-primary and also provided tax relief.

Last year's increase in the small business tax threshold benefitted 1,800 businesses, while 500,000 Nova Scotians will pay less tax this year thanks to an increase in the basic personal exemption.

This is an exciting time to be in Nova Scotia. Our population is growing, tourism has been at record highs the last two years, seafood exports are booming and our start-up community is punching above its weight nationally. There is much more work ahead of us, but there are many reasons to be positive about our present and our future.

Emboldened by growth

Women accelerating business growth



TANYA PRISKE EXECUTIVE DIRECTOR, CENTRE FOR WOMEN IN BUSINESS, MOUNT SAINT VINCENT UNIVERSITY

This year, I'm celebrating 15 years at the Centre for Women in Business.

As I flipped the calendar, I reflected on the incredible changes I have seen at the centre, and one thing I can tell you is that women entrepreneurs are making bold investments in Nova Scotia, and the results are unlike anything we have seen before.

Let me set the scene.

In 2003, a decision to move to Pictou County resulted in an unforeseen opportunity — a chance to use my background in economic development and entrepreneurship to work exclusively with women business owners in northeastern Nova Scotia on behalf of the centre.

I spent the next four years travelling from the New Brunswick border to the Canso Causeway. I visited entrepreneurs in their homes and businesses. Many worked in isolation and we often talked about challenges and opportunities over a cup of tea. I created bonds with clients that still exist today.

Fast-forward to 2018. I am now the Executive Director of the centre. It's an entirely different organization, with a new team, a new look and a new home in RBC Centre for Women in Business at the MSVU's Margaret Norrie McCain Centre. Our membership has tripled and we've received national recognition for our work on inclusion and diversity.

Our goal remains the same — to boost the growth of women-owned businesses in our region and to help them grow wisely. The unfailing support of the Atlantic Canada Opportunities Agency

“Forty years ago there were 98,000 women in the work force in this province and there are now in excess of 213,000. In terms of self-employed women, Stats Canada says four decades have taken us from 8,800 women entrepreneurs to a little more than 21,300.”

and MSVU allowed the centre to open its doors back in 1992 and has propelled us forward through the decades. The result is a huge spike in the presence of women in the Nova Scotia labour market. It's one of the most significant economic events to have occurred in this province in recent history.

How significant? Forty years ago there were 98,000 women in the work force in this province and there are now in excess of 213,000. In terms of self-employed women, Stats Canada says four decades have taken us from 8,800 women entrepreneurs to a little more than 21,300.

Yet women entrepreneurs still do not make as much money as male entrepreneurs. The gap appears to be closing, but recent research by the government of Canada indicates otherwise, noting that majority-owned female SMEs had lower sales per employee and fewer employees than majority-male owned SMEs in 2011 and 2014. Women are more likely to operate a business in the service sector, rather than in knowledge and manufacturing industries, which traditionally enjoy higher growth potential and profitability.

So the question we're asking is what can we do now to ensure we close that gap?

Increasingly, we're engaging with clients to identify opportunities to build their markets beyond our Canadian borders. As a team, we've made it a point to learn everything we can about the benefits of supplier diversity. It's been a game-changer for hundreds of women-owned businesses in Canada, and will continue to be a focus of the centre, as a way of helping women increase their revenue as business owners.

Scaling your business for growth and profitability is a focus at the centre, and our Advanced Management and Mentoring Program (AMMP) has been an effective tool to do just that. Service providers in the program have proven the stats wrong by growing their revenues by more than 50 per cent.

Six years ago, the centre helped launch a chapter of the Women President's Organization (WPO), the ultimate affiliation for successful women entrepreneurs of privately held multi-million-dollar companies. At the time, we weren't sure how many women-owned businesses in this region would qualify. Today there are four chapters in Atlantic Canada representing more than 50 companies, with more chapters to come.

These women are proof of what is possible here. They're accelerating business growth and providing economic security to their communities. And whether they're at the podium or seated around a boardroom table, they're not afraid to tell you about it: the triumphs, the trials, the twists in the road.

Neither are we. We are the organization for women entrepreneurs at any stage of business and we understand how business changes with growth. We're living proof! We work with women who push the limits, stare down risks, and refuse to take no for an answer. We've witnessed big changes and more are on the way. I have no doubt that in another 15 years we'll look back on these numbers in amazement at how far we've come.

But until then, we'll be here working behind the scenes to provide the business tools and resources women need to shake things up and excel in entrepreneurship.



UPDATE FOR 2018

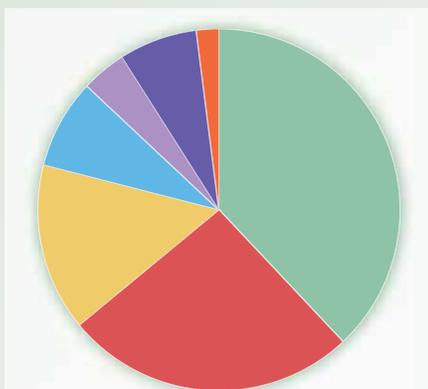
We're in your corner

Consider the Halifax Chamber of Commerce an extension of your business. We're part of your team, which means we are here to help you solve some of your toughest business challenges. We have an open-door policy, where we are eager to hear about current roadblocks you are facing, so we can help facilitate some solutions.

We asked, you answered

Last year, 20 per cent of the Halifax Chamber of Commerce membership responded to the Grow Halifax Needs Assessment. Our members have identified a few key areas where they could use a hand.

WHO RESPONDED?



- 1 - 2 full time employees38%
- 3 - 10 full time employees.....26%
- 11 - 25 full time employees15%
- 26 - 50 full time employees.....8%
- 51 - 100 full time employees.....4%
- 101 - 500 full time employees.....7%
- 500+ full time employees2%

The make-up of the Halifax Chamber membership is 80 per cent small business, with 25 full-time employees or less. The responses are consistent with the Halifax Chamber's overall demographics.

WHAT DID YOU SAY?

#1. LACK OF BUSINESS

45% identified Marketing and Sales as an organizational challenge

This is not surprising news to our team as we hear this all of the time. Many entrepreneurs have a strong passion for what they do, but often do not have the time or skills needed to keep the funnel full.

Have you tried...

1. Reassessing your product/service offering to determine if you are appropriately solving a problem for your customer?
2. Developing a sales strategy and executing the steps to increase sales?

► **CHECK OUT: Tangent Strategies** - Solving your toughest selling problems

3. Partnering with complimentary organizations or related associations to expand your reach?
4. Diversifying by offering new products or services?

► **CHECK OUT: Dalhousie Rowe School of Business** - RSBCConnects is engaging students to design and implement new business strategies in local companies, including designing and marketing new products

#2. MONEY

38% identified Business Costs as organizational challenges

This is a broad topic. Business costs range from insurance, salaries and service fees to rent, utilities and interest expenses. Staying organized and regularly dedicating time to review your fixed and variables costs can reduce the stress associated with your money.

Have you tried...

1. Reviewing potential funding options?

► **CHECK OUT: Dept. of Labour and Advanced Education** - providing access to funding for Nova Scotian businesses to stay competitive and productive

2. Hiring a financial consultant to review your practices and offer ways to improve?
3. Implementing a digital financial tool to help track your financial habits?

#3. HIRING

28% identified Recruitment and 30% identified Talent Supply as organizational challenges.

These two items are separate but certainly linked. Halifax is positioned to have an excellent talent supply with the plethora of universities and colleges, as well as the lower cost of living to stay here. With that said, you may not find someone who is an exact match to your position. There is a lot to be said for hiring for organizational fit, then training the candidate on the missing pieces. This sounds more expensive, but can end up saving you a lot more in the long run.

Have you tried...

1. Using a formal assessment tool to measure the candidate's fit with your organization?

► **CHECK OUT: Caliper Canada** - reducing uncertainty in hiring and in managing your talent

2. Hiring a recent grad and accessing local training to hone their skills?

► **CHECK OUT: Dept. of Labour and Advanced Education** - their Graduate to Opportunity Program offers an incentive for hiring a recent graduate

3. Reviewing your benefits package and corporate culture?

#4. WORKING ON YOUR BUSINESS

20% identified Business Management as an organizational challenge.

Again, working in your business instead of on your business. Taking the time to organize your schedule and your heavy workload can actually free up space in your calendar. Managing people can also be very time consuming. Allowing frequent opportunities to reconnect can help make you feel on track.

Have you tried...

1. Accessing resources to brush up on business skills that might be lacking in your business?

► **CHECK OUT: BrenDaniel** - educating businesses on project management tools and methods will lead to greater success

► **CHECK OUT: Centre for Entrepreneurship Education and Development** - supporting entrepreneurs through innovative workshops

2. Investing in leadership training to advance your business?

► **CHECK OUT: Dalhousie Rowe School of Business** - applying action-based, practical solutions to real life issues

3. Scheduling a regular working vacation where you devote time to working on your business, not in your business

Grow & Nurture the Skilled Workforce

Work Integrated Learning model boosts student and employer opportunities



DON BUREAUX PRESIDENT AND CEO, NOVA SCOTIA COMMUNITY COLLEGE, CHAIR, GROW TASK FORCE

“I continue to applaud the efforts of private sector employers who are showing others the benefits of providing experiential learning. Through work integrated learning opportunities, employers and post-secondary institutions can match skilled students and graduates with industry needs.”

The Halifax Chamber of Commerce is going through a period of evolution. The 2013-2018 Strategic Plan is winding down — leaving room for new goals, fresh faces and hopefully, if we have all worked diligently enough, a few wins for the business community.

The same can be said for the Grow & Nurture the Skilled Workforce Task Force. Over the past few years the task force has focused its efforts on matching post-secondary student development to employer needs, enhancing primary to Grade 12 skill-development and promoting immigration. While we will continue to strive for a growing workforce, the new Strategic Plan (which will be released this year) will guide our discussions and projects, to ensure Halifax businesses have the right employees and potential employees can find fulfilling employment.

Growing the skilled workforce must always include Work Integrated Learning (WIL). What is WIL? Well, I am glad you asked. WIL is a model of learning that allows students to gain applied experience while enrolled in an academic course, which basically provides students the opportunity to apply classroom skills in the workplace and bring workplace skills back to the classroom. This applied learning can take the form of internships, co-ops and apprenticeships. The Chamber is a big advocate of paid WIL, as not only does it allow students to gain first hand skills of their designated profession, but it also matches them with an employer who may be looking to hire when the student graduates, thus matching skills with those who need them.

I’m pleased to see the action being taken to address the workforce issues we’re facing in the province and I continue to applaud the efforts of private sector employers who are showing others the benefits of providing experiential learning. Through work integrated

learning opportunities, employers and post-secondary institutions can match skilled students and graduates with industry needs.

To ensure businesses are aware of the benefits of using WIL, the Grow & Nurture the Skilled Workforce is working on a pilot project that hopes to match businesses currently utilizing WIL with those that are not. Almost like a “buddy system” that guides businesses through the process — from the beginning, to hiring a student and through issues that might arise during employment. Phase-one of the project is to reach out to the Chamber’s 270 Growth Champions who currently employ students for an in-depth interview to truly understand not only their experience with WIL but why they hire students. Phase-two will match participating businesses with members looking to become a WIL Growth Champion with the Halifax Chamber of Commerce. The goal of the project is to have ten new Growth Champion members by the end of 2018 and 100 by the end of the new strategic plan. That will significantly add to our WIL numbers in Halifax and grow the skilled workforce, the task force’s mandate and overall goal.

Recently, the task force has recruited new members. We were looking to add new opinions, innovative ideas and engage more of our members in our skilled workforce discussions. We were happy to add a few new members who are enthusiastic about the group’s goals and current projects. The Grow & Nurture the Skilled Workforce Task Force is looking forward to continuing our work with inspiring businesses and committed members to make Halifax a vibrant community to live, work and play.

Creating a positive business environment

Advocacy critical for making HRM a better place for business



PAUL BENT CPA, CA, ICD.D,
CHAIR, CREATE TASK FORCE

With the holidays now behind us and the business community returned to its normal activity, it's probably a good time to take stock of the past year and also look forward to the year ahead for our Creating a Positive Business Environment Task Force.

Our task force, a sub-group of the Board of your Chamber, has been in place since the commencement of the current strategic plan, which the Chamber created back in 2013. The current year marks the end of that plan and work is well underway on the next iteration which will be rolled out in the coming months.

In the meantime, work continues at the task force level working with our members, stakeholders and constituents to advance the agenda in support of the objective of making our municipality and our province a better place in which to conduct business. Last year was both a busy and successful year as many of the items the task force advocated for saw some movement indicating that our government is listening.

While it is difficult to draw an absolute correlation between advocacy and results, the task force believes that our Chamber has the ear of the decision makers and that our views are critical to the development and application of policy.

“While it is difficult to draw an absolute correlation between advocacy and results, the task force believes that our Chamber has the ear of the decision makers and that our views are critical to the development and application of policy.”

Indicators of this include the increase in the annual small business deduction threshold to make Nova Scotia more in line with other provinces, changes to personal income tax impacting a segment of Nova Scotia taxpayers including the elimination of provincial income tax for many low-income tax payers.

On both the provincial and municipal fronts our Chamber, through the task force, has been a strong champion of fiscal responsibility and living within our means. With some challenges, particularly at the provincial level as regards labor relations, the government has recognized the need to keep budgets in balance. We will continue to support fiscally responsible management in the current year as we soon again will approach budget season. Celebrating Nova Scotian success and in particular success in our Halifax municipality have continued through our many events and activities throughout the year.

As noted previously, 2018 marks the completion of the current phase of the Chamber's five-year strategic plan. Your Chamber Board remains fully supportive of the Creating a Positive Business Environment Task Force and in particular critical files in the areas of taxation (property, business and personal), fiscal responsibility, championing our business

leaders and their success and innovation as well as unique and evolving matters specific to Halifax including the City Centre Plan and the strategy behind the next phase of downtown renewal and matters such as the Cogswell re-development.

Another area of focus which continues to be on the minds of our members is the reduction of red tape and redundancy. Early in the coming year the task force will be looking for specific examples where there is common support of the need for change and from there will look to develop a means to advance these issues.

There is no doubt, 2017 was an incredible year for our city with unprecedented levels of growth in development but also in population and the feeling that we are perhaps at the edge of something truly special. With that in mind we are seeking interested folks to join our committee. If you have a bit of time, an area of particular interest and most importantly, a passion to make our city the best it can be, we want to hear from you. Come join us for the ride!

Paul Bent is Chair of the Create Task Force and is a recently retired Partner at Grant Thornton LLP.

Apparent in foresight

Halifax is the next Singapore



LOKAPRIYA JENA
BUSINESS STRATEGIST

Two years ago, as I was walking out of a boardroom having successfully concluded a presentation and my CEO commented, “Good job Jena, so what’s next?”

That simple question changed everything for me. I was successful, happy and felt valued where I was but that moment made me ponder what I really wanted to do next and where I wanted to go in life. This mid-life question would reveal more over time. The quest for a new beginning germinated.

The decision to relocate to Canada and start fresh became the focus. Canada stood out in comparison to other countries for being diverse, inclusive, respectful of fundamental freedoms and embracing equality.

I explored various cities in Canada when I discovered this place called Halifax. Until then I did not know that this city existed. I started researching Halifax — its economic landscape, its history, its people and its character. What I learned amazed me. Beyond the historical backdrop of this province, I realised its potential and what it has to offer to the world — I wanted to become a part of this growth story.

I heard Halifax calling me and I have chosen Halifax to be my new home. I see myself as a key contributor to the growth and success of this province. Today, Halifax is the vibrant and prosperous capital of the East Coast, but that is not enough. Halifax should not be constrained by comparing itself to other cities in Canada. Halifax should be compared to cities like Singapore, Hong Kong, Shanghai, Hamburg or Oslo.

“Halifax should not be constrained by comparing itself to other cities in Canada. Halifax should be compared to cities like Singapore, Hong Kong, Shanghai, Hamburg or Oslo.”



Vadim Petrov/123RF

Five decades ago, Singapore was a tiny third world city-state with a nascent government, small domestic market and high levels of unemployment and illiteracy. Today with a population of a little more than five million, Singapore has transformed into a highly developed and successful free-market economy, home to the world’s highest number of millionaires per capita and the world’s highest income levels. This is because Singaporeans started thinking long-term, adopting meritocracy and focusing on small wins. Halifax has its own share of challenges but also has so much to offer to the world. We are strategically located between the two richest markets of the world and our time zone lets us conveniently and simultaneously cater to both. Similarities exist and we should use cities like Singapore as a model to strive for success.

Five critical factors would take Halifax to its deserving position on the world map: people, investment, momentum, reputation and timing. Halifax is already in growth mode with more cranes dotting our skyline and more economic activity than ever before and it is increasingly becoming a popular immigrant destination.

So, how do we transform Halifax to become the next Singapore? We need a common vision. A vision to move Halifax

onto the international stage. Our people and our leaders need to pledge to transform, collaborate and deliver a comprehensive path, devise programs and align policies to market Halifax to the rest of the world. There is nothing holding us back except our own lack of confidence. We must believe that we can compete with the big-league players.

We need to establish international connectivity to major cities around the world to attract trade, investment and immigrants. We need to create a co-working business space for startups and big businesses alike. We need to retain the talent we produce out of our universities. We need to plan our infrastructure and housing to accommodate more and more people. But, Halifax already knows this. It seems to me, as a new immigrant, that Halifax is on the precipice of becoming one of the world’s great cities.

I have come here with an open mind to help transform my new home into a global hub. I am part of Halifax’s growth story.

There is only one potential downside to all this ambition. That we may fail. However, even if we fail we would still move forward. I am a firm believer that one small step forward can start a movement. Now is the time. The world is waiting for us. Let’s get to work.

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Day 1: YYZ/Beijing

Check in at YYZ International Airport for an afternoon flight. Your adventure begins as you fly trans-Pacific aboard a wide cabin jetliner.

Day 2: Beijing

Arrive in Beijing, the Capital of China by midnight. You will be met at the airport by your tour guide and transferred to the hotel.

Day 3 - 4: Beijing

Visit the **Tian An Men Square**, the largest square in the world, the **Palace Museum**, also known as the **Forbidden City**, home of 24 emperors with a total space of 9,999 rooms, and the **Summer Palace**, featuring the Long Corridor with painted gallery, Kunming Lake and Longevity Hill, Seventeen Arch Bridge and the Marble Boat. Tour to the **Lama Temple** and the **Temple of Heaven**, built in 1420 A.D., where the emperors prayed to the heavens for a good harvest.

Day 5: Beijing

Bus excursion to the **Great Wall**, the 4,000 mile long and 2,000 year old construction is said to be the only man-made structure visible by the naked eye from the moon. Visit the **Ming Tombs**. One of the 13 Ming Emperors' Tombs is fully excavated and open for exploration.

Day 6 - 7: Beijing/Shanghai/Suzhou

Fly to Shanghai, followed by a bus trip to Suzhou for the **Lingering Garden**, **Tiger Hill**, **Hanshan Temple** and the **National Embroidery Institute** to see silk embroidery, a local craft with thousands of years of history. Dinner this evening will include a show featuring traditional Chinese music.

Day 8: Suzhou/Hangzhou

Morning tour bus excursion to **Hangzhou** for a visit to the **Economic Development Zone** and the centuries-old **Lingyin Temple**, featuring a 64.3 foot high camphor-wood carving of Buddha.

Day 9: Hangzhou/Shanghai

Morning boat cruise on **West Lake** with relaxing stopover at jewellike pagodas and tea houses. Afternoon tour bus trip to Shanghai.

Day 10: Shanghai

Visit the **Yu Garden**, a maze of marvelous pavilions, ponds, rocky works and overarching trees. Also visit the **Bund**, Shanghai's famous waterfront park. Tour the **Pudong Economic Development Zone**.

Day 11: Shanghai/Beijing/YYZ

Free time in the morning. The afternoon flight will depart by 1:30pm for YYZ where you will arrive at 10:30am on the same day.

Learn more at the orientation meeting: **February 26, 2018 12 - 1:30 pm & 4:30 - 6:00 pm Halifax Chamber, 32 Akerley Blvd.**

- Price reflects double occupancy
- Add \$500 for single occupancy
- 11-day all inclusive tour package plus all the air travels (from Toronto)
- Includes everything on the itinerary
- Add \$200 to take Terra-Cotta Warriors Itinerary
- English speaking tour guide on every tour bus
- Valid passport and visa required

HALIFAX CHAMBER OF COMMERCE

CONTACT EMMA@HALIFAXCHAMBER.COM or visit : HALIFAXCHAMBER.COM/CHINA

Embrace the BOOM

Silver Economy Summit looks at opportunities within the 50-plus market

On March 6 and 7, the Department of Seniors and the Halifax Chamber of Commerce are presenting the fourth Annual Silver Economy Summit at the new Halifax Convention Centre. This two-day conference aims to educate, facilitate business growth and make connections, with a theme of how technology impacts one's ability to age with ease.

Nova Scotia's aging population brings both challenges and opportunities. The Silver Economy Summit consists of two-days of local and international speakers focused on three main topics: Socioeconomic contributions of older adults, healthy active living and aging in place.

Why should I attend?

The Silver Economy Summit is a unique opportunity for Atlantic Canadians. This conference will highlight both business and community growth opportunities for the region. The two-day summit welcomes attendees of all ages and encourages the business community to join in on these important conversations. We are expecting more than 300 inventors, caregivers, students and individuals looking for information on health and comfort, all while remaining right here in Nova Scotia with the best possible care.

Attendees will walk away with:

- **Local knowledge:** Nova Scotia has the fastest aging population in Canada. Dig deeper into what this means for our province and how we can leverage the silver economy.
- **Business opportunities:** The province's thriving tech industry presents diverse opportunities for innovation and investment. The conference will showcase new technologies that improve the quality of life for seniors.
- **New inspiration:** Let's stop talking about the aging population and start working with them. Attendees will leave with a new perspective on what it means to boast Canada's fastest aging population.

Keynote Speaker: Ted Graham, Head of Open Innovation at GM

Ted will give a deep look into the future economy and the opportunities that exist for citizens, businesses and communities to thrive.

Ted Graham is the Head of Open Innovation at GM where he works with outside partners to solve the important problems that will shape the future of transportation. Prior to this he was the Innovation Leader at PwC Canada where he helped to turn ideas into business opportunities. He is also founder of the South Core Innovation Hub, a collaborative group of innovation leaders from Toronto's unique waterfront area. Member organizations include large banks, startups, public transportation — all of whom are looking to make a substantial impact on their companies and communities. Prior to PwC Ted was a Strategy Consultant at McKinsey with a focus on understanding and leveraging people networks to influence the spread of ideas.



Contributed

Workshop: Gretchen Addi, Designer in Residence, Aging2.0

Gretchen will be facilitating a workshop on challenging the status quo for designing for the ageing population.

Gretchen Addi is currently a consultant and designer-in-residence at Aging2.0. She was previously an Associate Partner and business lead for IDEO for 17 years. She led IDEO's efforts to build a domain of work in the Aging space as well as providing mentorship and guidance in design research.

She is passionate about the power of empathy and design, the people who make it happen, as well as speaking and writing on the needs of the aging population. She brings a strong strategic point of view to all of her work, both from a brand and service perspective.

Gretchen is a board member for San Francisco Village and At Home with Growing Older and on the advisory board for the Center for Aging + Brain Health Innovation in Toronto.



Contributed



Silver Economy Summit

March 6 & 7, 2018



Featured Sessions:

Socioeconomic:

Using Technology to Start Your Own Business

By Bill Aasvangen, Executive Director, CBDC Bluewater

Powering the Silver Economy

By Nick Matheson, One Up Performance

Healthy & Active Living:

Fighting Mobility Impairment with Biotics

By Chris Cowper-Smith, CEO, Spring Loaded Technology

10 Lessons Learned from Providing Technology Coaching for Seniors

By Sally Ng, DigiLearn

Aging in Place:

Where do You Want to Die?

By Benjamin Nycum, CEO, William Nycum & Associates Ltd.

Leading Practice for Living at Home with Dementia

By Ashley King & Daphne Noonan, Co-Founders, Person Centred Universe

For more information and registration, visit www.halifaxchamber.com

Did you know?:

- By 2030, more than **one in four** Nova Scotians will be aged 65 and over
- **More than half** of Canadian baby boomers are considering or have started a business before retirement
- The 50-plus age group is the **fastest growing** segment of the startup market
- Five years after a business start-up, **70 percent** of businesses started by older entrepreneurs were still operating, compared to 28 percent started by younger people

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Positive outlook for 2018

Building on the momentum of 2017



RON HANLON
PRESIDENT AND CEO,
HALIFAX PARTNERSHIP

Last year was another great one for Halifax, with the top headline being our record population growth.

In 2016, our population grew by 2 per cent to 426,000 — above the goal of 1.7 per cent and it is projected to have grown by another 2 per cent in 2017.

In 2018, we enter year-three of Halifax's 2016-21 Economic Growth Plan and there are a number of big things happening in the city that will continue to drive the growth we need to achieve our GDP and population goals. We are leading Halifax's innovation agenda in partnership with all three levels of government and the private sector. The Centre for Ocean Ventures and Entrepreneurship is opening its doors in the spring. Volta Labs is tripling in size, creating more opportunities for entrepreneurship and innovation. Creative Destruction Lab-Atlantic is coming to Halifax. Dalhousie's ideaHUB will open in 2018 to support students interested in entrepreneurship. With all these things, we're continuing to drive and accelerate growth in Halifax.

The Partnership is adding resources and spending more time with Volta, COVE and post-secondary institutions to deeply understand our city's assets and tell our innovation story in a meaningful way, both to our community and the world, so Halifax can be promoted as a place to innovate and grow your business.

This year, we will build on the momentum created by our Sell Halifax Program — which included Halifax's Amazon bid — and leverage the energy built around the collective effort that created our sales pitch. We will continue to work with NSBI, the Halifax Chamber of



Contributed



Together, we're working toward a quantitative vision for the city: a population of 550,000 and a GDP of \$30 billion by 2031. We all need to keep that vision in mind in the work we do every day. Halifax's five-year Growth Plan is the road map to achieving these economic goals."

Commerce, Discover Halifax, Consider Canada Cities Alliance and others to be even more assertive in our efforts to sell and promote our great city. We will be proactive and specific in targeting global companies that are aligned with our value proposition.

We also need to continue to work hard in the area of labour market development to maintain this head start in attracting and keeping key talent. The Partnership's Halifax Connector and Game Changers programs help businesses make connections to local and international talent to meet labour needs. I encourage you to take advantage of these programs this year.

Immigration was our main opportunity for population growth last year

and will be again in 2018. The Atlantic Immigration Program aims to make the hiring and immigration process easier on employers experiencing challenges finding the labour they need. If you have labour gaps to fill, contact the Partnership to learn more.

Together, we're working toward a quantitative vision for the city: a population of 550,000 and a GDP of \$30 billion by 2031. We all need to keep that vision in mind in the work we do every day. Halifax's five-year Growth Plan is the road map to achieving these economic goals.

Let's keep working together toward our collective vision for the city. Collaboration and alignment are key to accelerating growth in Halifax.

Growth and success

A Positive Outlook for 2018

@MikeSavageHFX



MIKE SAVAGE
MAYOR OF HALIFAX

As we embark on a new year in Halifax, we see before us rich opportunities to grow a broad, more innovative and more inclusive economy.

Together, we are taking up the challenge of finding Halifax's niche in a rapidly-evolving knowledge economy. At City Hall, in our universities, in the research community and in companies from startups to large corporations, Halifax is reaching out to embrace the future.

At the same time, we know that as our city economy grows, and as technology advancements increasingly become a part of our everyday lives, some people thrive while others get left behind. This challenge represents a twofold opportunity for Halifax, to be a community that embraces innovation while harnessing the knowledge economy's potential to enhance livability and social equity.

This is the true measure of success in the year ahead; how we advance as a city in a way that is beneficial to all residents, those who are finding us for the first time and those who have been here the longest. I hope 2018 is the year we take real action to collectively address poverty by creating more access to affordable housing, healthy food, transportation and better opportunities for education and employment.

After a difficult year on the global political front, let's make room in Halifax in 2018 for a variety of viewpoints without the polarization that can impede our collective advancement as a modern, vital city.



We can design exciting new buildings that complement built heritage, just as we can build new homes while we instate new green space protections. We can encourage the continued growth of an innovation district in the heart of downtown without forsaking the other planks of our diverse economy that have long served us well. We can build bike lanes while still planning for pedestrians, new public transportation and even the future of cars. And, we can have a strong

downtown while still supporting healthy, complete communities throughout the region.

As we head into 2018, let me leave you with this thought. City building is a feat of optimism, not boosterism; of belief, not blind faith; of hard work, not busy work. It is the job of the Mayor and Council, yes, but it is a responsibility we share with so many who want to see Halifax continue to build a city that is not only bigger but truly better.

Appreciating our members

The heartbeat of a Chamber



MARGARET CHAPMAN
VICE PRESIDENT, CORPORATE
RESEARCH ASSOCIATES

At the Halifax Chamber of Commerce there are a huge number of activities — from advocacy to events to benefits and services — but members are at the heart of everything the Chamber does. Members are the reason the Chamber exists and the reason all other activities take place.

“Any time you have suggestions, we’d love to hear from you.”

As the Chair of the Membership Committee, I am thrilled to see growing numbers of members, growing levels of satisfaction and, most importantly, a high level of engagement among our members. We see this engagement in the positive feedback we hear about events and growing attendance, including at the sold-out Mayor’s Luncheon.

One of the most positive things I’ve heard from our President, Patrick Sullivan, is that he constantly sees new faces at Chamber events. This is great news. We want to not only ensure that members

continue to enjoy and see benefit in attending events, but also that new members are coming along to network and get involved in discussions. If you haven’t done so already, we encourage our members to bring along colleagues, to ensure it’s not only one or two people from any organization that is benefiting from and attending Chamber events.

We are also seeing an increased use of member benefits and services. This is great news, but we want to further encourage our members to look into and take advantage of the wide range of benefits offered. Check out the ROI Calculator at www.halifaxchamber.com to see the savings your membership can provide. Did you know that the average member of the Chamber receives more than 30-times the value back from their membership?

Another great tool on the Chamber site is an article on the top-10 ways to activate your membership — from advertising, to the 100-plus networking events, to the use of the member-to-member marketplace or even becoming a growth champion. There’s a lot of inspiration on this list. Check it out to see how you can make even better use of your Chamber membership in 2018.

Looking forward to 2018, our committee will continue to focus on ensuring that the Chamber’s events and services are not only meeting your expectations, but exceeding them. We want to ensure that our membership continues to grow and stays engaged. We want to ensure that we represent the Halifax business community!

We want to ensure that the advocacy work is relevant to you and your business. To do so, we need to hear from you. Any time you have suggestions, we’d love to hear from you. Please feel free to give us a call at 902-468-7111, or talk to any one of our dedicated staff members. We’re happy to help.

Margaret Chapman is Vice President of Corporate Research Associates, as well as Chair of the Halifax Chamber of Commerce Membership Committee.



Nova Scotia’s aging population is an opportunity.
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Integration and interfaith

Leaders joining together for a strong community **By Carol Dobson**

The fabric of the Halifax Regional Municipality has changed dramatically over the past few decades. Newcomers have played a major part in its transformation into a more multicultural and multi-faith society. While many churches are finding it a challenge to keep their doors open as congregations age and fewer younger people come in to fill the pews, the newcomers are often people with a strong spiritual or religious background.

“We’ve found that newcomers to Canada on the whole are often more religious and spiritual than native-born Canadians,” Neale Bennet, the President of the Atlantic School of Theology, says. “If we want to encourage these newcomers to immigrate and stay in our region, our community must be a place of acceptance where we embrace different faiths, spiritualities, and beliefs.”

As part of its mission, AST has launched an interfaith initiative to accomplish those goals. One of the first actions was to hold a symposium last March with scholars presenting from a number of faith perspectives. Bennet says the school also offers courses that provide an introduction to different religions and that the university’s senate is looking at building more activities based on this initiative.

“In the next few months we will be working on developing what the future will hold,” he says.

Part of this will include a focus on further developing leadership skills.

“Integrity and leadership are central to our whole being,” he says. “When you look around the world, leadership is failing. There is so much opposition to different points of views, which is a

cause for concern. That’s why we feel it’s important for us to develop these skills for leaders.”

Bennet says one of the keystones of AST’s mission is to foster an understanding among all communities of faith in the region.

“We’re well positioned to do this because of our situation of 50 years of being a unique, ecumenical theological school where we daily live and learn about the differences of beliefs and theologies among the three denominations that make up our school,” Bennet says. “We have created an environment where people who possess different theologies, values, and views are encouraged to come together, to learn with, and from each other, and to engage in dialogue that stimulates understanding and fosters a sense of community.”



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Out of the ordinary

The Discovery Centre's unique space offers character for any event **By Carol Dobson**

If your goal is to create an event in a completely different space, with opportunities to stretch your brain while enjoying the function, then the new Discovery Centre offers 40 thousand square ft. of space designed just for your event.

"While our primary focus is families, when we opened the new centre in February, making the space accessible to corporate, community, multicultural, and not for profit events was part of our vision," Jennifer Punch, the Centre's director of marketing and sales, says.

Since it opened, the centre has hosted 135 separate events ranging from retreats, annual general meetings, awards ceremonies, holiday gatherings and team building sessions. The facility has a variety of spaces available, from boardrooms, to galleries, to the Immersive Dome Theatre where visitors can enjoy a captivating star show as part of their event.

"The new space has lots of character," she says. "It's open, inviting and modern. We've forged a great partnership with RCR Hospitality to provide food and beverage service and they've added a layer of professionalism and a lot of event experience to our offering. Guests can also enjoy some fun science experiments while on site which can act as a form of entertainment and make everyone feel relaxed."

The Centre can accommodate everything from a small group of 10 in its board and meeting rooms, to 100 to 225 people on its various levels and up to 800 for an entire centre rental.

"When we envisioned using it for meeting space, we incorporated the audio visual needs our guests would require," Punch says. "So, in addition to having the latest and greatest technology for our exhibits, we also have tools for the meeting

and convention side of the business — audio visual equipment, screens, display units — everything to make an event polished and convenient to the organizers."

The site of the Discovery Centre is ideal — close to downtown but far enough from the downtown hotels and the new Nova Centre to easily create an off-site destination for a part of a meeting or conference, whether it's a breakfast or an evening event. There's plenty of available parking nearby, and with its location on the boardwalk, conference delegates can soak up the salt air en route, if they so choose.

"We've found that our location has been an asset to our neighbours at the Halifax Seaport Farmers' Market and the Cruise Ship Pavilion," she says. "We've filled in the gap between them and the rest of the boardwalk area creating a further destination for visitors."



MAKE YOUR NEXT EVENT POP

Inspire your guests with a one-of-a-kind event at the new Discovery Centre. This 40,000 sq. ft. venue on the Halifax Waterfront offers a range of unique and innovative spaces to accommodate small and large groups. Entertain your delegates with live demonstrations, a journey through space or a corporate recess program in this modern new facility.

www.discoverycentre.ca/events/venue
902-492-4422 X 2238



DASC meeting and events facilities

Greg Richardson Photography

Beautiful, functional and socially responsible **Contributed**

If you are looking for a modern, beautiful and functional space for your next meeting, think outside the box and take a look at the space at the Dartmouth Adult Services Centre (DASC).

This non-profit social enterprise offers a stress-free experience, and their boardroom and training facilities have the latest AV technologies to ease you through your next event. The hospitality and large bright rooms with natural light are spacious enough to accommodate up to 75 guests.

“Our barrier-free executive boardrooms and training rooms all include the latest AV technology, Wi-Fi, and surround sound. We offer SMART TV/Board and video conferencing technology, conference phone, and podium,” says Alexandra Wilson, DASC’s Business Development Manager.

The built-in tech options make it easy for planning your event — no need to bring your projector or sound equipment — DASC has everything waiting.

The facility also offers free parking, a kitchen for caterers, tables that can be configured into a variety of functional

shapes and it’s located conveniently in Burnside.

The competitive prices and professional staff make the DASC facility an exceptional place to book your next meeting or event. By booking with DASC you are “buying social” and supporting a non-profit vocational day program that provides assistance for adults with intellectual disabilities.

“When you book your meetings here at DASC, you’re allowing us to continue

our mission long into the future,” says Wilson. “It’s the opportunity to buy local and social. It’s a great and easy way to invest in your community.”

All revenue from meetings and events enhances DASC’s ability to support individuals with an intellectual disability to gain independence, employment and to grow the local economy.

For more information or to book your next event, call 902-468-6606 ext. 227 or email sales@dasc-ns.ca.

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Finding opportunity inside challenge

How to turn perceived disadvantage into real advantage

@mark_fraser



MARK FRASER
CHAIR OF THE BOARD

We have an aging population in our region. That is pretty obvious.

In fact, the percentage of seniors in our population is expected to grow from 19.9 per cent in 2016 to 28.8 per cent in 2030, while our working population declined from 68.4 per cent in 2011 to 65.6 per cent in 2016.

This sets the stage for a lower than traditional tax base being used to support a larger than traditional population that requires services delivered from the public purse. All things being equal, this means less people will need to pay more taxes just to tread water. Without immigration, this demographic shift, when combined with a low birth rate, shows Nova Scotia with a population that shrinks below 900,000 by 2025.

This is not a surprise. This bubble has been predicted for decades and there have been efforts made to offset this demographic disadvantage.

For instance, there have been significant efforts made on the immigration front. With 2016 welcoming the largest numbers of immigrants to Nova Scotia since the end of the Second World War, and with 2017 numbers looking smaller but respectable, we are attracting newcomers at a pace that will make a meaningful impact in our “working population” numbers. But as University of Western Ontario professor and economist, Mike Moffat, says, “You can’t immigrate your way out of a demographic bubble.”



This is about turning the negative of our aging population to the positive of a completely re-framed view on how we look at this population cohort.”

So what to do? Bring out the mirror, I say, and look at ourselves for solutions.

I believe that we have a unique opportunity in front of us, and this opportunity is to transform the demographic disadvantage that we have today into an economic advantage that tomorrow will become a significant contributor to our region’s future economic prosperity.

But this is not about rallying community around the idea of building \$25 billion worth of ships or planning for and delivering on higher density in peninsular Halifax. This is about turning the negative of our aging population to the positive of a completely re-framed view on how we look at this population cohort.

Let’s turn our region into *the* place in the world to age gracefully.

I believe that we have all the ingredients required to bake this cake already — we just haven’t mixed them together. For starters:

World leading healthcare:

Despite the dollars and cents challenges that surround healthcare delivery, we have world leading and respected capability in gerontology, orthopaedics and other specialities that are in particular demand for aging populations. Research being done locally will only improve our service delivery capability in these specialities and a significant source of new revenue can come from seniors that live elsewhere that will happily pay fee for service to get world quality care.

Real estate development:

We have significant portions of our region that remain ripe for the development of new communities that target an aging population. Seniors-by-design communities can match with other mixed communities that are being planned, which will provide a showcase

to the world of not that we have an aging population, but that we have an aging population that lives like this!

Seniors’ tech: The Halifax region is already home to numerous technology and product startup companies that focus on the seniors’ market. Whether it is non-invasive monitoring, smart seniors products, or rich analytics that predict health issues before symptoms appear, we have momentum in this space that will benefit greatly from a larger seniors population to test, refine and adopt new technology — reinforcing to the world that we are thinking differently about this population bubble.

Conversation: We are already talking about this. This past year, the Province outlined its first ever Action Plan for an Aging Population (www.novascotia.ca/shift/) and in March, the Chamber will host with the province the fourth Silver Economy Summit at the Halifax Convention Centre. Yes, we are already talking about this, but we need to elevate this conversation to a new level so that we can bring all of these topics together to dramatically change the picture.

Yes, left on its own this demographic bubble is a massive disadvantage for us. But with the right kind of vision, leadership and conversation, this can be transformed into an economic advantage that will be the envy of other regions similar to ours. Let’s look in the mirror to find opportunity in challenges like this. ■

Mark Fraser is Chair of the Board of Directors of the Halifax Chamber of Commerce and Executive Vice President at T4G Limited. Follow Mark on Twitter at @mark_fraser

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